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ABSTRACT

In February 1990, a study was conducted by the Rancho Santiago College (RSC) Research Committee and Planning Council to assess institutional effectiveness, using college climate as one correlate of RSC's success. A staff morale survey instrument, distributed to all full- and part-time faculty and staff, yielded an overall response rate of 36%, and a full-time staff response rate of 46%. Major findings included the following: (1) on a scale of one to eight, with eight being highest, satisfaction with position received an average rating of 6.4 (5.6 by full-time classified staff, 5.4 by supervisory staff, 6.8 by faculty, and 7.0 by administrators); (2) respondents generally expressed satisfaction with work environment, cooperation within their work units, interaction with their immediate supervisor, and college communication; (3) all respondents rated satisfaction with their salary at 5.5, though ratings varied by employee group; (4) respondents confirmed RSC's commitment to advancing affirmative action goals and to serving the needs of a diverse student body; (5) in response to the question "Generally, do you think the college staff has a unified commitment to student success?" 26% replied "definitely, all of us," while an additional 59% answered "yes, most of us"; (6) most respondents were aware of institutional mechanisms providing opportunities to participate in decision making; and (7) classified and part-time staff and occasionally supervisory staff tended to report less satisfaction than other groups. Tabulated responses and the survey instrument are appended. (JMC)

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RANCHO SANTIAGO COLLEGE

RESEARCH · PLANNING
RESOURCE DEVELOPMENT

Report

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Rancho Santiago College
Climate Survey Report

Julie Slark, Director
Research, Planning, and Resource Development
December, 1990

JC 910 202

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EXECUTIVE SUMMARY

The Rancho Santiago College Research Committee and Planning Council sponsored this "Climate Survey" of faculty and staff for the following reasons:

1) The College's plan to assess institutional effectiveness included the implementation of this survey to a) assess staff's perception of the College's effectiveness, and b) use college climate as one correlate of institutional effectiveness.

2) A 1989 self-study recommendation included a survey to measure staff morale.

Members of the 1989-90 Planning Council developed a survey instrument and distributed it to all full-time and part-time staff in February 1990. Thirty-six percent, or 770, of the employees returned the survey. (The response rate for full-time staff was 46%.)

The findings included the following:

- On a scale of one to eight, with eight being high, satisfaction with position was rated an average of 6.4; 5.6 by full-time classified staff, 5.4 by supervisory staff, 6.8 by faculty and 7.0 by administrators.
- Respondents generally expressed satisfaction with questions related to work environment, cooperation within their work units, interaction with their immediate supervisor, and college communication.
- On the same scale of one to eight, all respondents rated satisfaction with their salary at 5.5, and ratings varied by employee group responding.

- Respondents affirmed the College's commitment to affirmative action and serving the needs of a diverse student body.
- Furthermore, respondents believe that staff are committed to promoting student success.
- Most respondents believed that there were mechanisms in place for providing opportunities to participate in decision-making, and they were aware of those mechanisms. However, some respondent groups rated their confidence in the college councils as relatively low.
- Classified and part-time staff, and sometimes supervisory staff, expressed less satisfaction on item measures than the other groups.

Respondent groups were not always in agreement in their responses. The report includes many more findings as well as analyses by site and employee group. Also, respondents' written comments are included in the appendix.

INTRODUCTION

In 1989-90, the Rancho Santiago College (RSC) Research Committee and Planning Council developed a plan to assess the effectiveness of the institution and assess institutional "climate." The plan included the administration of a survey of all faculty and staff to determine their perceptions of RSC's effectiveness and institutional climate. Members of the Committee and the Council believed that faculty and staff are among the most qualified assessors of the institution's effectiveness and also that effectiveness is closely related to institutional "climate."

Climate of an organization refers to "a set of attitudes, perceptions, and behaviors organizational members have about their work and its environment."[1] Understanding organizational climate can provide insight into the needs of an organization and its staff as well as an organization's mode of operation, effectiveness, and efficacy.

During 1989-90, RSC was also conducting a self-study for accreditation, and an issue was raised relative to staff morale. Discussion led to including a recommendation in the self-study to "identify and analyze the factors contributing to the state of staff morale. This could possibly be incorporated into the Planning Council's Institutional Effectiveness Assessment Model."

The purposes, then, of this study include: 1) to solicit opinions of RSC faculty and staff about some criteria of RSC's effectiveness, and 2) to assess the "climate" at RSC in order

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[1] Robert Barr, The Spring 1988 Palomar College Climate Survey.

to address the self-study recommendation as well as in order to contribute to the assessment of the institution's effectiveness.

METHOD

In Fall 1989, a sub-committee of the Planning Council developed a draft of a survey instrument by first studying similar-purpose instruments that have been used at RSC and at other community colleges and then creating a list of survey questions applicable to RSC's needs. Planning Council members reviewed, revised, and approved the instrument to be used. Advance publicity of the survey was conducted in order to assist staff in understanding the survey's purpose, create interest, and thus enhance the response rate.

At the beginning of the Spring 1990 semester, a survey was sent through campus mail to every employee, full-time and part-time, at each site. The final response rates are as follows:

	# surveys returned	approximate # employees	response rate
FT Faculty	156	325	48%
PT Faculty	291	850	34%
FT Classified	120	310	39%
PT Classified	69	585	12%
Supervisory	19	26	73%
Administrative	27	42	64%
Other/Unknown	88	-	-
TOTAL	770	2138	36%

While the overall response rate was 36%, response rates were highest for full-time employees (46%).

A sub-committee of the Planning Council worked with the Director of Research, Planning, and Resource Development during Summer 1990 to analyze the findings and

create a draft report. The report is to be approved by the Planning Council in Fall 1990 prior to publication and dissemination.

The appendices include the tables of the distribution of responses for the total group and for each site, as well as a copy of the survey instrument and survey comments.

FINDINGS

This section looks at the response by topic, including satisfaction with position and environment, communication, governance and decision-making, and effectiveness ratings for college departments and activities.

Satisfaction with Position and Work Environment

The following survey questions address work environment:

14. Does your current position challenge you and require use of your skills and abilities?
23. Generally, do you think that your work environment is...
24. How would you rate your physical work environment (i.e., comfort and safety)?
25. Generally, the students that we serve...
33. To what extent do you receive helpful feedback about your job performance?
34. To what extent are you satisfied with the job security of your present position?
53a. Your position... (satisfaction rating)

Generally, respondents reported that they are satisfied with their work environment in that most found their positions challenging "quite often" or "almost always," and "appropriately stimulating." Ratings of physical work environment were varied, with the majority of 36% stating that theirs was "average, just adequate." Students were seen as a contributor to the job pleasure of 75% of respondents. And staff gave an average 5.5 (out

of a possible 8) score to the extent to which they received helpful feedback about their job performance. Job security was also rated highly, an average of 5.8 but higher for full-time staff. The overall job satisfaction rating was high, 6.4.

Satisfaction with Advancement and Opportunities

Questions addressing this:

Advancement

16. How would you rate the college in terms of encouraging you and assisting you to develop your skills and abilities?

22. The opportunities for employees to transfer and/or advance in a managerial/supervisory capacity at this college are...

53e. Your opportunities for career advancement at RSC...(satisfaction with)

Opportunities

21. The opportunities for advancement in my present career at the college...

36. At this point in your career, do you feel your present position satisfies your professional goals and aspirations?

53d. Your opportunities for personal growth at RSC...(satisfaction with)

While a large percentage of all respondents replied that the college was encouraging and provided assistance regarding the development of staff skills and abilities, more replied that opportunities for advancement in their career fields as well as at the college were limited. Classified and supervisory staff more often than other groups reported that such

opportunities were non-existent. Full-time faculty and administrators, however, rated highly, 6.1 and 6.6 respectively on a scale of 1 to 8, their satisfaction with their current positions in regard to their professional goals and aspirations. Again on this point, classified and supervisory staff reported less satisfaction.

Satisfaction with Salary

35. To what extent are you satisfied with your salary considering the salaries of comparable positions at comparable community colleges?

53b. Your salary...(satisfaction with)

53c. Your employee benefits...(satisfaction with)

On the 1 to 8 scale, all respondents averaged a 5.0 rating for satisfaction with salaries compared to other colleges (question #35) and 5.5 in general without the comparison (question #53b). Satisfaction with benefits only received a 3.9 average rating, but this rating differs significantly for part-time staff and full-time staff. Administrators and full-time faculty are most satisfied with their salaries, and classified and supervisory least satisfied. However, full-time classified and supervisory staff are satisfied with their benefits, according to these ratings.

Satisfaction with Recognition

17. Does the college provide adequate programs and mechanisms to recognize the contributions and excellence of staff?

20. How much is your contribution to your unit understood and appreciated by your staff?

With the exception of the classified and supervisory groups, respondents felt that the college had mechanisms in place that adequately recognize staff, at least "sometimes."

Communication

1. How informed do you think you are about what is happening at Rancho Santiago College (college wide)?
2. How informed do you think you are about what is happening in your division or unit?
3. How informed do you think you are about what is happening at your worksite?
4. Does the college provide adequate communication vehicles to keep staff informed?
5. List the college publications you read during Fall 1989 semester.
39. Do you regularly receive the information you need to help you fulfill your job responsibilities?
40. How adequate is the information that flows upward at RSC?
41. How adequate is the information that flows downward at RSC?
42. How adequate is the information that flows among work units?

All but a few respondents reported being "somewhat, fairly well, or very well

informed." Larger percentages were "very well informed" about what is happening at their worksites than in their units, and larger percentages were "very well informed" about what is happening in their unit than college-wide. Administrators felt more informed than faculty, who felt more informed than classified staff.

Large percentages of respondents reported having read Network and "The Chancellor's Letter," which was read by 90 to 100% of full-time respondents. Fewer had read the Council Newsletter.

While the average staff member was satisfied that they received adequate information to do their jobs and thought that sufficient communication mechanisms were in place, many (45%) responded that more could be done in terms of communication. The ratings for adequate "upward" and "downward" communication were relatively low, 3.7 and 4.3 respectively.

Governance and Decision-Making

7. Are opportunities available for you to make suggestions for improvements at your department or unit level?
8. Are you aware of appropriate and effective channels for making your suggestions heard at the institutional level?
9. Do you think that adequate structures and processes are in place at the college to provide staff opportunities to participate in decision-making?
38. To what extent does your supervisor/administrator seek the opinions, suggestions, and ideas of staff?

46. How satisfied are you with procedures for selecting new part-time staff members?

47. How much confidence and trust do you have in your immediate supervisor or administrator?

48. How much confidence and trust do you have in your employee group leaders? (Academic Senate for faculty; Classified Liaison Group for classified staff; etc.)

49. How representative do you believe the Academic Senate is of the faculty at large?

50. How much confidence do you have in the college Councils for providing participation in decision-making and communication?

The largest percentage of respondents reported that opportunities were available "often" for making suggestions at the department level. Fewer classified staff, however, were in this category. Also, except for classified staff, the largest percentage of full-time respondents were either "very aware" or "somewhat aware" of appropriate and effective channels for making suggestions at the college-level. Responses were very mixed, according to respondent group, whether or not adequate structures were in place for opportunities for participation in decision-making. The largest percentage of the total felt that structures were present. Some groups responded that those structures needed refinement or to be increased in number.

Respondents rated the average extent to which their supervisors sought input from 4.7 to 6.3, with classified and supervisory providing the lowest average ratings to this question.

Respondents also gave a high average rating, 6.2 for the total group, to the confidence and trust they had in their immediate supervisor. The college councils, on the other hand, received a low total average rating, 3.0, for providing participation in decision-making and communication.

The Faculty Senate was given an average 5.0 rating by full-time faculty for being representative of all faculty, and full-time faculty also reported the highest average rating for confidence and trust in their employee group leaders. On the other hand, full-time faculty rated their confidence and trust in top administration low, an average of 3.4; full-time administrators rated the same as 4.5.

Effectiveness with Diversity and Affirmative Action

10. Do women have equal opportunities with men for recognition, respect and advancement at the college?
11. Do ethnic minorities have equal opportunities for recognition, respect and advancement at the college?
12. In practice, how much of a commitment do you believe the college has to increasing the numbers and percentages of ethnic minorities in classified, faculty, and administrative positions?
13. Is the college committed to the curtailment of sexual harassment?
26. Do you think that RSC is responsive to the diverse needs of the changing demographics of our student body?
27. Do you think that RSC is adequately and effectively involved in working with the local community?

28. How comfortable and accepted do you think ethnic minority and limited English students are on campus?

While 20% of the respondents said, "I don't know," 64% reported that women definitely or generally had opportunities equal to those of men. Sexual harassment did not seem to be an issue for most respondents. These responses are shown below broken down by sex of the respondent.

	Female	Male
Do women have equal opportunities with men for recognition, respect, and advancement at the college?		
Yes, definitely	25%	50%
Yes, generally	34%	24%
Not always	16%	5%
No	6%	1%
Don't know	20%	21%
Is the college committed to the curtailment of sexual harassment?		
Yes, aggressively	14%	16%
Yes, for the most part	26%	28%
Commitment not evident	12%	11%
Don't know	29%	24%
Not aware of harassment	20%	21%

The commitment to affirmative action in the hiring of ethnic minorities and to ensuring equal opportunities for minorities was affirmed by the responses. And respondents rated RSC's responsiveness to the needs of our diverse students an average of 5.3. Interestingly, faculty and administrators rated this higher than classified and supervisory staff. Most felt that non-native English speakers were comfortable on our campuses and that RSC

is adequately and effectively working with the community.

Other Indicators of Faculty and Staff Satisfaction

6. During the Fall 1989 semester, please indicate (with a check mark) how many times you attended the meetings or events listed below...

18. Do you feel that you have the time needed to meet the duties and responsibilities of your position?

29. How much cooperation exists across the various areas of the college?

30. How much cooperation exists within your area among your co-workers?

31. How much cooperation exists within your area between your supervisor and staff?

37. Do you consistently feel "burned out" from your work?

43. How much interaction is there between you and your immediate supervisor/administrator?

44. How satisfied are you with procedures for selecting new full-time staff members?

45. How satisfied are you with procedures for selecting new part-time staff members?

53f. Your relationship with your co-workers... (satisfaction rating)

53g. Your relationship with your immediate supervisor/administrator... (satisfaction rating)

The average number of times respondents attended the following types of meetings or activities during Fall 1989 were: Academic Senate meeting (faculty only), once;

department or unit meeting, twice; Council meeting, once; Committee meeting, once; annual faculty lecture, once; on-campus social event, once.

Most respondents believe that they usually have adequate time to meet the responsibilities of their positions, but administrators report more often that they have far too little time. The average rating for feeling "burned out" varied, but it was significantly higher for part-time respondents.

While the average ratings were relatively high for cooperation within work units (from 5.4 to 7.1), some were low for cooperation across areas of the college (from 1.5 to 5.2). Among full-time staff, this rating varied from 4.0 to 5.2. Interaction between respondent and immediate supervisor was rated highly (from 5.1 to 7.4) as well as relationships with co-workers (6.0 to 7.4).

Overall satisfaction ratings with selecting new employees were low, 3.3 and 4.0, but this varied by respondent group.

Adequacy of the College Services and Worksite

Payroll received the highest average overall rating, 6.0, but Media Services were rated 6.7 by faculty as were Personnel, Library, and Admissions and Records by administrators. Many other departments received high ratings and some departments were perceived as in need of improvement by some respondent groups.

Final Question

15. Generally, do you think that the college staff has a unified commitment to

student success?

Twenty-six percent responded, "definitely, all of us" to this question, and another 59% said, "yes, most of us."

SUMMARY

There was a large amount of variety in the findings. Satisfaction with some aspects of inquiry was consistent at times, and at times some respondents were very satisfied and some were very unsatisfied on the same measure. The same was true for dissatisfaction.

The following table shows those items which were rated on a scale of 1 to 8 and which received the highest average ratings.

Question Number	Items Ranked Highest	Total Rank	Mean Ranking by Employee Group						
			Total	Faculty		Classified		Super.	Admin.
				PT	FT	PT	FT	FT	FT
32	How much cooperation do you provide within your area?	1	6.9	6.6	7.0	7.0	7.1	7.3	7.3
47	How much confidence and trust do you have in your immediate supervisor?	2	6.2	6.3	6.4	6.3	5.5	5.4	6.7
30	How much cooperation exists within your area among coworkers?	3	6.2	6.0	6.1	6.4	6.0	6.7	6.9
31	How much cooperation exists within your area between your supervisor and staff?	4	6.1	6.0	6.3	6.1	5.6	5.4	7.0
37	Do you consistently feel burned out from your work?	5	6.0	6.3	5.7	6.1	5.0	4.3	5.8
39	Do you regularly receive the information you need to help you fulfill your job responsibilities?	6	6.0	6.0	6.1	6.6	5.5	5.4	6.1

Question Number	Items Ranked Highest	Total Rank	Mean Ranking by Employee Group						
			Total	Faculty		Classified		Super.	Admin.
				PT	FT	PT	FT	FT	FT
34	To what extent are you satisfied with the job security of your present position?	7	5.8	5.1	6.6	5.9	6.2	6.7	6.5
51	How adequate are the resources you have for doing your work?	8	5.8	6.0	5.7	6.1	5.4	4.8	6.0
43	How much interaction is there between you and your immediate supervisor?	9	5.8	5.1	6.1	6.2	5.9	5.5	6.7
33	To what extent do you receive helpful feedback about your job performance?	10	5.5	5.1	5.6	6.2	6.3	4.3	6.2

To generalize, it appears that respondents are most satisfied with their work units, the cooperation that exists among their immediate colleagues, the interaction between themselves and their supervisors, and job security. Other responses indicate that RSC employees are generally satisfied with their positions, their salaries and benefits, communication, and their work environment.

Additionally, staff overall believe that RSC is doing a good job, specifically in being committed to the success of its students, to facilitating affirmative action and the success of a diverse student body, and in recognizing the contribution that students make to faculty and staff's fulfillment on the job.

It is also true that while many respondents believe that adequate mechanisms for participation in decision-making are in place, that they know what these mechanisms are,

and that they believe they do have a voice in decision-making, little confidence was expressed in the college councils for contributing to opportunities for participation. In addition, the classified staff and part-time staff more frequently expressed dissatisfaction than did the other respondent groups.

It is important for the reader to keep in mind that the publication of this report is occurring nine months after the responses were collected, due primarily to the necessity to have it reviewed by Planning Council before publication. Some events, such as an infusion of funds for staff development and changes in several top administrative positions, have since occurred, and responses gathered today may differ on some measures. This report should be used to look at the "big picture" and overall college climate, and to identify areas which need further study.

Appendix 1

Responses for All Respondents

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
Gender	n=291	n=155	n=69	n=118	n=2	n=19	n=7	n=27	n=77	n=765
Female	64%	48%	78%	79%	0%	53%	0%	44%	55%	61%
Male	36	52	22	21	100	48	100	56	46	39
Total Years of Service in District	n=264	n=146	n=62	n=115	n=1	n=16	n=8	n=22	n=73	n=707
1-5	67%	14%	68%	25%	0%	19%	25%	23%	52%	45%
6-10	19	23	23	37	0	31	38	14	21	23
11-15	10	23	7	24	0	25	25	32	12	16
16-20	5	23	3	13	0	25	13	32	12	12
21-25	0	10	0	2	0	0	0	0	1	3
26-35	0	8	0	0	100	0	0	0	0	2
AVERAGE	5	14	5	10	35	11	10	12	7	8
1. How informed do you think you are about what happens at RSC?	n=291	n=155	n=68	n=120	n=2	n=19	n=7	n=27	n=78	n=767
very well informed	7%	18%	9%	4%	50%	21%	0%	52%	6%	11%
fairly well informed	32	42	31	28	0	47	57	41	37	35
somewhat informed	42	28	34	50	50	26	29	7	42	38
fairly uninformed	15	7	18	14	0	0	14	0	8	12
very uninformed	4	5	9	3	0	5	0	0	6	5
2. How informed do you think you are about what is happening in your unit?	n=291	n=156	n=68	n=120	n=2	n=18	n=8	n=27	n=78	n=768
very well informed	18%	46%	21%	27%	50%	50%	38%	85%	26%	29%
fairly well informed	48	34	50	39	0	33	37	11	51	42
somewhat informed	23	16	22	21	50	11	13	4	15	20
fairly uninformed	8	4	6	8	0	6	13	0	4	6
very uninformed	3	0	2	5	0	0	0	0	4	3
3. How informed do you think you are about what is happening at your worksite?	n=291	n=156	n=67	n=120	n=2	n=19	n=8	n=27	n=78	n=768
very well informed	31%	34%	33%	30%	50%	58%	50%	74%	50%	36%
fairly well informed	43	44	45	38	0	21	38	19	32	40
somewhat informed	15	18	16	21	50	11	13	7	9	16
fairly uninformed	9	3	6	6	0	5	0	0	4	6
very uninformed	3	2	0	6	0	5	0	0	4	3

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
4. Does the college provide adequate communication vehicles to keep staff informed?	n=285	n=155	n=67	n=116	n=2	n=18	n=8	n=27	n=77	n=755
Yes	55%	43%	45%	23%	50%	39%	63%	56%	52%	46%
Somewhat,but could do mor	40	52	42	57	50	50	38	41	39	45
No	4	6	13	20	0	11	0	4	9	8
5. List the college publications you read during the Fall 89 semester:	n=238	n=154	n=43	n=113	n=2	n=19	n=6	n=27		n=600
Network	48%	77%	35%	74%	50%	79%	67%	93%		63%
Council Newsletter	31	49	21	29	0	37	50	74		37
The Chancellor's Letter	73	94	58	90	50	95	100	100		83
Department Newsletters	47	66	42	42	50	74	33	67		52
6. During the Fall 89 semester, please indicate how many times you attended meetings/ events below:	MEAN RESPONSES ARE REPORTED BY THE FOLLOWING CODES: (1)NEVER (2)1 TIME (3) 2-3 TIMES (4)4-5 TIMES (5)6 OR MORE TIMES									
Academic Senate meeting	1	2	-	-	1	1	1	1	1	1(n=475)
Department or unit meeting	2	4	2	3	4	4	3	5	3	3(n=698)
Council meeting	1	2	1	2	2	3	1	4	2	2(n=619)
Commitee Meeting	1	4	1	2	1	3	1	5	2	2(n=629)
Annual faculty lecture	2	2	1	1	2	1	1	2	1	2(n=634)
On-campus social event	1	2	2	2	2	2	1	3	2	2(n=642)
On-campus cultural event	1	2	2	2	1	2	1	3	2	2(n=637)
Athletic event	1	2	1	2	1	2	1	3	2	2(n=613)
Other	4	3	3	3	-	5	3	4	-	3(n=37)
7. Are opportunities available for you to make suggestions for improvements at your department level?		n=284	n=155	n=66	n=118	n=2	n=19	n=8	n=27	n=75n=754
Yes, often	32%	61%	50%	34%	50%	53%	38%	89%	45%	44%
Yes, sometimes	29	27	23	23	50	26	25	11	27	26
Occasionally	19	7	14	20	0	11	38	0	16	15
Seldom	13	7	9	16	0	11	0	0	8	11
Never	6	0	5	8	0	0	0	0	4	4

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
8. Are you aware of appropriate and effective channels for making your suggestions heard at the institutional level?	n=288	n=156	n=67	n=119	n=2	n=19	n=8	n=27	n=78	n=764
Yes, very aware	14%	31%	16%	15%	50%	53%	38%	89%	21%	23%
Yes, somewhat aware	37	47	36	32	0	32	50	11	39	37
Vaguely aware	32	17	18	34	50	11	13	0	21	25
No	17	5	30	19	0	5	0	0	20	15
9. Do you think that adequate structures and processes are in place at RSC to provide staff opportunities to participate in decision-making?	n=264	n=153	n=56	n=110	n=1	n=19	n=8	n=27	n=70	n=706
Yes, structures are present	40%	33%	38%	16%	100%	47%	38%	67%	40%	36%
Some present;we need more	22	33	29	25	0	16	50	19	27	26
Some present;need refinement		25	16	20	34	0	16	0	11	24 23
No, structures inadequate	14	17	14	26	0	21	13	4	9	16
Suggestions for improvement of sturctures to provide staff opportunities to participate in decision-making:	n	n	n	n		n	n	n	n	n
Staff input solicited,but rarely acted upon	27	13	2	14		4	0	2	2	64
p/t not really included	4	0	0	0		0	0	0	0	4
poor dissemination of info	7	10	5	6		0	0	0	2	30
fully disclose survey results	0	1	1	3		1	0	1	0	7
wider representation	1	1	0	2		0	0	0	2	6
seminars during work hours	2	0	0	0		0	0	0	0	2
clearly define processes	4	0	0	2		0	0	0	0	6
fewer admin. on committees	1	3	1	0		0	0	0	0	5
include off-campus staff	0	0	0	1		0	0	0	1	2
comprehensive dept. meetings		4	1	1	1		0	1	1	1 10
re-establish suggestion box	0	1	0	2		0	0	0	0	3
briefing from each dept	1	2	1	0		0	0	0	0	4
more self-direction in area	0	1	0	0		0	0	0	0	1
structure w/o cabinet interv.	0	2	0	0		0	0	0	0	2

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
Suggestions for improvement[cont]										
eliminate red-tape	0	0	0	1		0	0	0	0	1
better bookstore organization	0	0	1	0		0	0	0	0	1
refine council structure	0	3	0	0		0	0	0	0	3
no structure for evening staff	1	1	0	0		1	0	0	1	4
how can I make a difference?	0	0	1	0		0	0	0	0	1
informal meetings with admin.		1	1	1	0		0	0	0	0 3
FARSCCD rep on Board	0	1	0	0		0	0	0	0	1
Chancellor too much control	0	1	0	0		0	0	0	0	1
Flex days to address issue	0	1	0	0		0	0	0	0	1
Only with some supervisors	0	0	0	1		0	0	0	0	1
More admin. interest	1	0	0	0		0	0	0	0	1
More time to address issues	0	0	0	0		0	0	1	0	1
Encourage more participation	0	2	0	0		0	0	0	0	2
Schedule Monday meetings	0	0	0	1		0	0	0	0	1
Written responses fr Cabinet	0	1	0	0		0	0	0	0	1
Separate Conf/Management	0	0	0	0		1	0	0	0	1
Less structure	0	0	0	1		0	0	0	0	1
Collegiality	2	0	0	0		0	0	0	0	2
Better feedback/support	0	1	0	0		0	0	0	0	1
Better 2+2 Articulation	1	0	0	0		0	0	0	0	1

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Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty PT	Faculty FT	Classified PT	Classified FT	Supervisory PT	Supervisory FT	Administrative PT	Administrative FT	UNKNOWN	TOTAL
10. Do women have equal opportunity with men for recognition, respect, and advancement at the college?	n=287	n=154	n=67	n=120	n=2	n=19	n=8	n=27	n=76	n=760
Yes, definitely	36%	44%	33%	15%	50%	37%	50%	44%	34%	34%
Yes, generally	25	34	24	39	0	37	38	37	28	30
Not always	6	9	18	27	0	16	0	15	9	12
No	4	5	2	5	0	11	0	4	1	4
I don't know	30	8	24	14	50	0	13	0	27	20
11. Do ethnic minorities have equal opportunities for recognition, respect,advancement at the college?		n=286	n=155	n=67	n=118	n=2	n=19	n=8	n=27	n=75n=758
Yes, definitely	35%	45%	30%	35%	50%	74%	38%	44%	37%	38%
Yes, generally	25	32	27	39	0	11	38	33	32	29
Not always	6	8	16	7	0	11	0	15	7	8
No	5	7	0	8	0	0	0	4	0	4
I don't know	29	8	27	12	50	5	25	4	24	20
12. In practice, how much of a commitment do you believe the college has to increasing the numbers and percentages of ethnic minorities in classified, faculty, and administrative jobs?	n=286	n=153	n=65	n=118	n=2	n=18	n=8	n=27	n=75	n=752
Very strong commitment	26%	38%	26%	27%	50%	72%	38%	56%	35%	32%
Fairly strong commitment	24	34	26	42	50	22	25	33	34	31
Limited commitment	14	18	11	14	0	0	25	11	5	13
No commitment	1	3	3	6	0	0	0	0	1	2
I don't know	36	7	34	11	0	6	13	0	24	23
13. Is the college committed to the curtailment of sexual harassment?	n=286	n=153	n=66	n=120	n=2	n=18	n=8	n=27	n=73	n=753
Yes, agressively	14%	15%	8%	13%	0%	0%	13%	30%	22%	15%
Yes, for the most part	20	33	24	33	0	33	38	33	30	27
Commitment not evident	5	15	15	20	0	39	0	26	3	12
I don't know	36	20	26	25	0	11	0	4	25	27
I'm not aware of any harassment occurring	26	17	27	8	100	17	50	7	21	20

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
14. Does your current position challenge you and require use of your skill and abilities?	n=285	n=154	n=67	n=119	n=2	n=19	n=8	n=27	n=76	n=757
Almost always	57%	64%	43%	35%	50%	32%	38%	78%	61%	54%
Quite often	36	28	30	35	0	42	50	15	28	32
Only a little	7	7	21	24	50	21	0	4	9	11
Very little	1	2	6	7	0	5	13	4	1	3
15. Generally, do you think that the college staff has a unified commitment to student success?	n=282	n=155	n=64	n=117	n=1	n=19	n=8	n=27	n=72	n=745
Definitely, all of us	36%	18%	31%	11%	0%	5%	38%	22%	35%	26%
Most of us	53	65	55	66	0	68	63	63	55	59
Some of us	11	17	11	19	100	21	0	15	10	14
Very few of us	1	1	3	4	0	5	0	0	0	2
16. How would you rate the college in terms of encouraging you and assisting you to develop your skills and abilities?	n=285	n=153	n=65	n=120	n=1	n=19	n=7	n=27	n=73	n=750
Very encouraging & helpful	47%	35%	39%	26%	0%	11%	43%	59%	52%	40%
Somewhat encouraging	36	47	32	38	0	53	43	33	30	38
A little encouraging	13	12	17	24	0	16	0	4	14	15
Not encouraging	5	5	12	12	100	21	14	4	4	7
17. Does the college provide adequate programs and mechanisms to recognize the contributions and excellence of staff?	n=270	n=153	n=60	n=115	n=2	n=19	n=7	n=27	n=70	n=723
Yes	42%	48%	40%	21%	50%	11%	43%	41%	41%	39%
Sometimes	47	45	43	47	0	47	29	56	41	46
No	11	7	17	32	50	42	29	4	17	15

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
18. Do you feel that you have the time needed to meet the duties and responsibilities of your position?	n=287	n=154	n=68	n=119	n=2	n=19	n=7	n=27	n=76	n=759
Yes, always	31%	18%	32%	13%	100%	11%	57%	7%	33%	25%
Yes, usually	56	62	46	71	0	74	29	48	51	58
Only occasionally	7	8	15	8	0	5	14	19	8	9
No, far too little time	6	12	7	8	0	11	0	26	8	8
Comments	n	n	n	n	n	n	n	n	n	n
Only on my own time	9	1	4	0	0	0	0	2	3	19
Insufficient staff	1	3	0	6	0	1	0	3	2	16
Personally too	1	0	0	0	0	0	0	0	0	1
Too much paperwork	2	1	1	0	0	0	0	0	2	6
Always behind	1	0	2	3	0	1	0	2	1	10
More prep time	7	3	0	1	0	0	0	0	1	12
Smaller classes	0	1	0	0	0	0	0	0	0	1
Insufficient time for	1	8	1	1	0	0	0	0	0	11
Insufficient admin. time	0	1	0	0	0	0	0	2	0	3
No recognition	0	0	0	1	0	0	0	0	0	1
Too much req. from	6	1	0	0	0	0	0	0	0	7
Too much outside	3	1	0	2	0	0	0	1	0	7
No time to create	2	1	0	0	0	0	0	1	0	4
Too few doing to	0	2	0	1	0	0	0	0	0	3
Upgrade equipment	0	2	0	0	0	0	0	0	0	2
Top heavy	0	0	0	1	0	0	0	0	0	1
Better copying	1	0	0	0	0	0	0	0	0	1
Low p/t salary	0	0	1	0	0	0	0	0	0	1
19. How much is your contribution to your unit understood and appreciated by your unit supervisor or administrator?	n=266	n=155	n=65	n=118	n=2	n=19	n=7	n=27	n=72	n=731
Always recognized	20%	22%	45%	22%	50%	16%	29%	30%	31%	24%
Usually recognized	37	52	29	32	50	42	43	56	46	41
Occasionally recognized	24	13	11	24	0	26	14	7	10	18
Seldom recognized	14	12	11	17	0	11	14	4	11	13
Never recognized	6	1	5	5	0	5	0	4	3	4
Does not apply to me	0	1	0	0	0	0	0	0	0	0

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
20. How much is your contribution to your unit understood and appreciated by your staff?	n=267	n=153	n=66	n=117	n=2	n=19	n=7	n=27	n=73	n=731
Always recognized	13%	12%	29%	16%	50%	21%	0%	15%	19%	16%
Usually recognized	32	50	42	40	50	42	71	63	38	41
Occasionally recognized	17	14	5	21	0	5	14	19	14	16
Seldom recognized	11	9	8	8	0	21	0	0	8	9
Never recognized	3	1	2	1	0	0	0	4	3	2
Does not apply to me	24	14	15	14	0	11	14	0	18	18
21. The opportunities for advancement in my present career field at RSC:	n=283	n=150	n=68	n=119	n=2	n=19	n=7	n=27	n=74	n=749
Are more than adequate	3%	3%	9%	3%	0%	0%	14%	7%	4%	4%
Are adequate	21	35	29	19	0	11	29	37	23	25
Are limited	41	31	34	45	0	42	43	37	37	38
Are non-existent	21	14	9	30	0	42	0	11	19	20
Does not apply to my position/no opinion	15	16	19	3	100	5	14	7	18	14
22. The opportunities for employees to transfer and/or advance in a managerial/ supervisory capacity at this college are:	n=281	n=152	n=68	n=118	n=2	n=19	n=7	n=26	n=72	n=745
Commonly avail./encouraged	6%	10%	9%	4%	0%	0%	14%	8%	7%	7%
Sometimes avail./encouraged	18	36	19	15	0	11	29	54	22	23
Seldom available	13	15	24	35	0	42	0	35	13	19
Extremely limited/not encour.	9	15	10	22	0	37	14	4	11	13
Non-existent	5	3	2	11	50	11	0	0	3	5
I don't know	50	21	37	13	50	0	43	0	44	33

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty PT	Faculty FT	Classified PT	Classified FT	Supervisory PT	Supervisory FT	Administrative PT	Administrative FT	UNKNOWN	TOTAL
23. Generally, do you think that your work environment:	n=288	n=155	n=67	n=116	n=2	n=19	n=8	n=27	n=77	n=759
Is appropriately stimulating	58%	54%	54%	22%	50%	16%	88%	56%	49%	49%
Is overly stressful	5	14	9	25	50	37	0	30	11	13
Is boring	3	2	6	7	0	0	0	0	5	4
Varies	26	28	30	42	0	32	13	15	26	29
None of the above	8	2	2	4	0	16	0	0	9	5
24. How would you rate your physical work environment?	n=289	n=156	n=68	n=116	n=2	n=19	n=8	n=27	n=78	n=763
More than adequate	23%	29%	29%	14%	50%	16%	75%	30%	31%	25%
Just adequate, average	44	29	40	32	0	26	25	37	31	36
Inadequate in some ways, adequate in others	30	33	22	43	0	37	0	22	28	31
Totally inadequate	3	10	9	11	50	21	0	11	10	8
25. Generally, the students we serve:	n=289	n=156	n=68	n=118	n=2	n=19	n=8	n=27	n=77	n=765
Contribute to job pleasure	33%	83%	6%	6%	0%	1%	1%	3%	8%	75%
Detrimental to job pleasure	0	1	3	3	0	5	0	0	1	1
Sometimes contribute sometimes detrimental to job pleasure	10	14	25	27	0	16	0	7	14	15
Do not affect my job	1	1	9	28	0	32	0	11	4	7
No opinion	1	2	2	0	0	5	0	0	5	2
[Means are given for responses to Survey Questions # 26-54] [Range = 1(lowest rating) to 8(highest rating)]										
26. Do you think that RSC is responsive to the diverse needs of the changing demographics of our student body?	5.4	5.9	4.4	4.8	5.0	4.8	5.4	6.0	4.8	n=761 5.3
27. Do you think that RSC is adequately and effectively involved in working with the local community?	5.0	5.5	4.1	5.0	5.4	5.3	5.5	6.5	5.0	n=761 5.1

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Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
28. How comfortable and accepted do you think ethnic minority and limited English students are on campus?	5.6	5.5	5.5	4.8	5.5	3.9	5.1	5.5	5.8	n=762 5.4
29. How much cooperation exists across the various areas of the college?	2.8	4.2	3.8	4.1	1.5	4.0	4.8	5.2	3.7	n=756 3.6
30. How much cooperation exists within your area among your co-workers?	6.0	6.1	6.4	6.0	5.5	6.7	7.1	6.9	6.5	n=764 6.2
31. How much cooperation exists within your area between your supervisor and staff?	6.0	6.3	6.1	5.6	6.5	5.4	6.8	7.0	6.7	n=759 6.1
32. How much cooperation do you provide within your area?	6.6	7.0	7.0	7.1	5.5	7.3	7.1	7.3	7.1	n=757 6.9
33. To what extent do you receive helpful feedback about your job performance?	5.1	5.6	6.2	6.3	4.5	4.3	5.9	6.2	6.0	n=755 5.5
34. To what extent are you satisfied with the job security of your present position?	5.1	6.6	5.9	6.2	7.0	6.7	7.3	6.5	6.1	n=755 5.8
35. To what extent are you satisfied with your salary considering the salaries of comparable positions at comparable community colleges?	4.9	5.0	4.8	4.6	5.0	5.2	6.7	6.6	4.9	n=758 5.0
36. At this point in your career, do you feel your present position satisfies your professional goals and aspirations?	5.0	6.1	4.6	4.3	4.4	4.5	6.3	6.6	5.1	n=761 5.1

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
37. Do you consistently feel "burned out" from your work?	6.3	5.7	6.1	5.0	6.5	4.3	7.0	5.8	6.4	n=758 6.0
38. To what extent does your supervisor/administrator seek the opinions, suggestions, and ideas of staff?	4.7	5.8	5.7	4.8	6.5	4.7	6.3	6.3	5.6	n=758 5.2
39. Do you regularly receive the information you need to help you fulfill your job responsibilities?	6.0	6.1	6.6	5.5	6.0	5.4	6.9	6.1	6.4	n=761 6.0
40. How adequate is the information that flows upward at RSC?	3.2	4.3	3.6	3.6	6.0	3.8	2.9	5.6	3.5	n=753 3.7
41. How adequate is the information that flows downward at RSC?	4.5	4.7	3.5	3.5	6.0	5.1	4.7	5.0	4.2	n=759 4.3
42. How adequate is the information that flows among work units?	4.0	4.8	4.6	4.3	6.0	4.2	3.6	5.1	4.7	n=757 4.4
43. How much interaction is there between you and your immediate supervisor/administrator?	5.1	6.1	6.2	5.9	6.0	5.5	6.3	6.7	6.4	n=760 5.8
44. How satisfied are you with procedures for selecting new f/t staff members?	2.1	4.4	2.5	4.2	2.0	4.7	1.9	6.0	3.4	n=746 3.3
45. How satisfied are you with procedures for selecting new p/t staff members?	3.9	4.4	3.5	3.7	1.0	3.9	4.0	5.9	4.2	n=752 4.0
46. How much confidence and trust do you have in the top administration(Cabinet) of RSC?	3.6	3.4	3.4	3.5	5.5	4.5	3.1	5.3	4.1	n=751 3.8

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty PT	Faculty FT	Classified PT	Classified FT	Supervisory PT	Supervisory FT	Administrative PT	Administrative FT	UNKNOWN	TOTAL
47. How much confidence and trust do you have in your immediate supervisor/administrator?	6.3	6.4	6.3	5.5	7.0	5.4	7.0	6.7	6.6	n=761 6.2
48. How much confidence and trust do you have in your employee group leaders?	3.3	5.7	4.1	4.4	1.5	4.4	2.5	4.3	4.1	n=754 4.2
49. How representative do you believe the Academic Senate is of the faculty at large?	2.3	5.0	-	-	-	-	-	-	-	n=475 3.2
50. How much confidence do you have in the college councils for providing participation in decision-making and communication?	2.3	4.2	2.6	2.8	1.5	3.7	4.5	3.8	3.0	n=746 3.0
51. How adequate are the resources you have for doing your work?	6.0	5.7	6.1	5.4	5.5	4.8	6.9	6.0	5.8	n=758 5.8
52. How adequate do you find the following at your work site?										
food services	2.9	4.7	3.8	4.2	1.0	4.8	3.4	5.4	4.0	3.8(n=745)
physical plant/maintenance	5.1	5.0	5.3	5.0	4.5	5.3	6.6	5.2	5.1	5.1(n=751)
safety and security of site	5.1	5.0	4.9	4.4	5.0	4.7	5.1	5.4	5.1	5.0(n=755)
duplication services	4.7	6.6	5.3	5.3	5.0	4.9	3.9	6.2	4.8	5.3(n=758)
mail room	4.2	6.1	4.6	5.2	5.5	5.9	6.0	6.1	4.8	5.0(n=757)
admissions/records/registr.	5.3	6.5	5.4	5.4	5.5	5.4	6.5	6.6	5.2	5.6(n=760)
your own office facilities	3.2	5.2	5.0	5.1	3.5	4.4	6.4	5.8	4.2	4.3(n=745)
staff parking	5.0	5.0	4.6	4.2	5.5	4.6	5.9	6.0	4.7	4.8(n=762)
classroom facilities	5.2	5.1	4.8	3.8	4.0	3.7	6.5	4.0	4.9	4.8(n=755)

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Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty PT	Faculty FT	Classified PT	Classified FT	Supervisory PT	Supervisory FT	Administrative PT	Administrative FT	UNKNOWN	TOTAL
53. Overall, how satisfied are you with:										
your position	6.4	6.8	6.5	5.6	6.0	5.4	7.5	7.0	4.8	6.4(n=759)
your salary	5.5	5.7	5.2	4.8	5.5	5.1	7.3	6.7	5.5	5.4(n=762)
your employee benefits	2.3	5.4	3.0	5.5	1.5	6.3	3.8	7.0	3.3	3.9(n=752)
your opportunities for personal growth at RSC	4.3	5.5	4.2	4.7	6.0	4.3	5.4	6.1	4.6	4.7(n=758)
your opportunities for career advancement at RSC	3.3	4.6	3.8	3.9	6.0	2.8	5.6	5.6	3.7	3.8(n=752)
your relationship w/ coworkers		6.7	6.7	7.1	6.5	6.0	7.0	7.4	7.3	7.16.8(n=76
your relationship w/supervisor		6.3	6.6	6.9	6.0	6.0	5.5	7.0	6.8	7.16.4(n=75
54. How adequate do you find the following college services?										
Accounting	3.2	4.9	4.1	4.7	0.0	5.0	5.0	5.9	4.3	4.1(n=737)
Payroll	5.8	6.0	6.0	5.8	4.0	6.7	6.5	6.5	6.1	6.0(n=758)
Library	3.3	6.2	4.6	5.2	0.0	4.6	4.4	6.7	4.4	4.6(n=744)
Media Services	4.0	6.7	4.3	5.2	2.0	5.7	4.9	4.3	4.3	5.0(n=746)
Media Center Equipment	4.0	6.2	3.8	4.6	2.0	5.9	4.0	6.2	4.1	4.7(n=743)
Admission/Records/Regist.	4.8	6.3	5.0	5.3	6.0	5.2	5.9	6.7	5.2	5.4(n=746)
Personnel Services	4.9	5.3	4.7	4.7	6.0	4.4	5.9	6.7	5.1	5.0(n=745)
Purchasing	2.5	4.4	3.4	4.3	2.0	4.7	2.6	5.2	3.4	3.5(n=739)
Student counseling services	2.7	4.9	3.5	3.5	7.5	3.3	5.3	4.5	3.6	3.6(n=742)
Publications	3.6	6.4	4.4	5.1	6.5	4.8	4.3	6.3	4.7	4.8(n=747)
Instructional programs	6.0	4.8	4.4	4.2	6.0	4.3	5.4	5.8	4.5	5.0(n=738)
Tutoring	2.1	5.1	3.4	2.7	2.0	2.4	3.0	4.1	2.5	3.0(n=731)
Computer Center	2.0	4.3	3.4	4.4	2.0	5.4	2.4	5.2	2.5	3.3(n=732)
Microcomputer support	1.9	4.0	2.5	4.0	0.0	3.6	1.6	5.1	1.7	2.8(n=726)
Security Department	3.9	4.8	3.9	4.3	3.0	5.5	5.0	5.0	4.2	4.3(n=743)
Telephone services	3.1	4.5	4.1	4.5	3.5	4.0	5.4	5.0	3.6	3.9(n=742)
Data communication services	1.8	3.1	2.3	3.2	3.0	4.4	2.4	4.2	2.3	2.6(n=719)

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Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty PT	Faculty FT	Classified PT	Classified FT	Supervisory PT	Supervisory FT	Administrative PT	Administrative FT	UNKNOWN	TOTAL
55. What is the one thing you are most proud of as a RSC employee?	n	n	n	n	n	n	n	n	n	n n
My own contribution	64	8	13	21	1	4	0	1	15	127
Dedicated, cooperative staff	29	28	10	6	0	1	1	1	5	81
Student success	37	14	3	5	0	2	0	2	9	72
Commitment to community	19	18	1	12	0	3	1	3	5	62
The college's reputation	12	13	1	11	0	4	0	5	3	49
Pleasant work environment	8	4	3	6	0	0	1	0	5	27
Quality academic programs	5	7	1	3	0	1	0	4	2	23
Opportunities available to staff/students	11	0	2	4	0	0	0	1	2	20
Student services available	8	4	2	1	0	0	0	3	0	18
Colleague cooperation	7	4	3	0	0	0	2	0	2	18
Ethnic/cultural diversity	3	5	1	1	0	0	0	0	0	10
Cooperation of administration		2	4	0	1	0	0	0	0	1 8
Independence/freedom	1	5	1	1	0	0	0	0	0	8
Continuing/Adult education	0	5	1	1	0	0	0	0	1	8
Rapport with students	4	3	0	0	0	0	0	0	0	7
Benefit package	2	0	0	2	0	0	0	1	1	6
Dynamic work environment	2	1	0	0	0	0	0	1	1	5
[In]equality of faculty/admin	2	3	0	0	0	0	0	0	0	5
Supportive division dean	2	1	0	0	0	0	0	0	0	3
Vocational programs	2	0	0	0	0	0	0	0	0	2
Job security	0	0	0	2	0	0	0	0	0	2
Personnel services	0	1	0	1	0	0	0	0	0	2
Classroom focus	0	1	0	0	0	0	0	0	0	1
Nothing at all	0	0	0	1	0	0	0	0	0	1

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
56. What is the one thing you believe most needs to be improved at RSC?	n	n	n	n	n	n	n	n	n	n
Information dissemination	21	14	6	13	-	2	1	2	5	64
Physical site improvement	15	10	5	7	-	2	0	0	5	44
Top management "out of touch"		6	18	1	5	-	2	0	6	2 40
Better benefits	24	2	3	5	-	0	0	0	3	37
Personnel services	5	9	2	9	-	1	0	1	3	30
Security dept.	11	3	1	4	-	0	0	2	4	25
Equal respect for all staff	10	2	1	5	-	1	0	2	2	23
Student services	12	5	3	1	-	0	0	0	0	21
Higher salaries	9	2	2	4	0	0	0	0	2	19
Morale	2	6	0	6	-	3	0	0	1	18
Upgrade equipment	3	4	2	4	2	0	0	2	2	17
free parking/more parking	8	2	1	2	-	0	0	0	2	15
Real decision-making power	0	10	1	0	-	1	0	1	0	13
Recognition for contributions	3	2	1	4	-	0	0	0	2	12
Increase ratio of f/t to p/t	8	0	2	0	-	0	0	0	0	11
Higher instructional standards		3	4	0	1	-	0	0	1	1 10
Unity of all employee groups	2	1	0	3	-	0	0	3	0	9
Planning needs	2	2	0	1	-	0	0	1	1	7
Committees:fewer,restructure	0	3	0	1	-	2	0	1	0	7
Registration process	4	1	1	0	-	0	0	0	1	7
Better placement practices	3	3	0	0	-	0	0	0	1	7
Equal standard of productivity		0	2	0	2	-	1	0	1	0 6
Equal raises not dependent upon employee unit	2	1	0	3	0	0	0	0	0	6
Staff incentives/motivation	0	2	0	1	-	0	0	0	2	5
Security at off-campus sites	1	1	1	1	-	0	0	0	1	5
Better schedules for p/t	4	0	1	0	-	-	-	-	-	5
Duplicating services	4	0	0	0	-	0	0	0	0	4
Complete offerings/all sites	3	1	0	0	-	0	0	0	0	4
Opportunities for f/t employment		2	0	0	0	-	1	0	0	0 3
Higher English language competency requirements	0	1	0	0	0	0	0	0	1	2
Adult education in-service	2	0	0	0	-	0	0	0	0	2
Library services:more librarians		0	2	0	0	-	0	0	0	0 2
Non-profit bookstore	1	0	0	1	-	0	0	0	0	2

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
What is the one thing you believe most needs to be improved at RSC?[cont]	n	n	n	n	n	n	n	n	n	n
Instructional units are ethnically discriminating	1	1	0	0	-	0	0	1	0	3
Public image	1	0	0	1	-	0	0	0	1	3
Include extended day students more fully	1	2	0	0	-	0	0	0	0	3
+ humanity/- beaurocracy	2	1	0	0	-	0	0	0	0	3
More bilingual,culturally sensitive instructors	2	0	0	0	-	0	0	0	0	2
Social activities for staff	0	1	0	0	-	0	0	1	0	2
Few instructors speak for all	0	1	0	0	-	0	0	1	0	2
Greater safety for instructors	1	0	0	0	-	0	0	0	0	1
Faculty and staff development		0	1	0	0	-	0	0	0	0 1
Allow Deans more authority	0	1	0	0	-	0	0	0	0	1
Better handicap accessibility	0	0	0	0	-	0	0	0	1	1
New student orientation	0	1	0	0	-	0	0	0	0	1
Emergency procedures	0	0	1	0	-	0	0	0	0	1
El Don focus on RSC news	0	0	0	1	-	0	0	0	0	1
57. Do you have any other comments or suggestions?										
Physical site improvement	8	8	1	2	-	1	0	1	-	21
Surveys:waste of time, valuable use of time	2	11	2	2	-	1	0	0	-	18
Higher wages	6	6	0	2	-	0	0	0	0	14
Great working atmosphere	8	1	3	2	-	0	0	0	-	14
Personnel services	3	4	0	5	-	1	0	0	-	13
Include p/t employees	6	3	1	0	-	1	0	0	-	11
Solicit/act upon staff input	3	1	0	4	-	1	0	1	-	10
Improve student services	6	2	1	1	-	0	0	0	-	10
Dissemination of information	6	0	0	3	-	0	1	0	-	10
Security:better coverage	3	2	2	3	-	0	0	0	-	10

Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty		Classified		Supervisory		Administrative		UNKNOWN	TOTAL
	PT	FT	PT	FT	PT	FT	PT	FT		
Do you have any other comments or suggestions? [cont]	n	n	n	n	n	n	n	n	n	n
New equipment/resource	6	2	1	0	-	0	0	0	-	9
Cooperative,dedicated staff	8	0	1	0	-	0	0	0	-	9
Higher ratio of f/t to p/t	7	0	1	0	0	0	0	0	0	8
Intradepartmental cooperation		1	4	0	1	-	0	1	1	- 8
In-service staff	3	1	0	2	-	1	0	0	0	7
Equal respect for all groups	3	1	1	2	-	0	0	0	-	7
More effective management/ administration	1	2	1	1	-	1	0	0	0	6
Parking:more/free	1	2	1	1	-	1	0	0	0	6
Reasonable committee oblig[illegible]t.		1	2	0	2	1	0	0	0	0 6
Better staff evaluation procedures	3	1	0	1	-	0	0	0	0	5
Better off-campus support	1	0	2	2	-	0	0	0	-	5
Cut unnecessary administr.	0	4	0	1	-	0	0	0	-	5
Public relations:back to SAC	0	2	0	1	-	0	0	1	-	4
Recognition for job well done	0	1	0	3	-	0	0	0	-	4
Budget process	0	1	1	0	-	0	0	2	-	4
Publications:poor quality/ poor attitude	1	0	1	2	-	0	0	0	0	4
Adult education:new programs		0	3	0	0	-	0	0	0	- 3
Promote student unity	1	2	0	0	-	0	0	0	-	3
Staff social activities	1	0	0	1	-	0	1	0	-	3
Mailrm:improve flow,accuracy	1	0	0	1	-	1	0	0	-	3
Realistic faculty workload	0	2	1	0	-	0	0	0	-	3
Better evening supervision	0	1	0	1	-	1	0	0	-	3
Reduce student costs	0	2	0	1	-	0	0	0	-	3
Focus faculty senate	0	3	0	0	-	0	0	0	-	3
Food Services:poor quality/ high prices	0	0	0	1	-	0	0	1	0	2
New,more effective chancellor		0	1	0	1	-	0	0	0	- 2
Streamline institutional focus	1	2	0	0	-	0	0	0	-	2
More flexible scheduling	1	0	0	1	-	0	0	0	-	2
More progressive Board	0	1	0	0	-	0	0	1	-	2
Need new job class.evaluation		-	-	-	2	-	-	-	-	- 2

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Rancho Santiago College Climate Survey
Site: Total Sample

Question/ Response Category	Faculty PT	Faculty FT	Classified PT	Classified FT	Supervisory PT	Supervisory FT	Administrative PT	Administrative FT	UNKNOWN	TOTAL
Do you have any other suggestions or comments? [cont]	n	n	n	n	n	n	n	n	n	n
More staff development	0	1	0	0	-	0	0	0	-	1
Registration:more efficient	0	1	0	0	-	0	0	0	-	1
Higher crse credit standards	1	0	0	0	-	0	0	0	-	1
Strictly enforce procedures	0	0	0	1	-	0	0	0	-	1
Extra pay for PR to teachers	1	-	-	-	-	-	-	-	-	1
Solicit student input	0	0	0	1	-	0	0	0	-	1
English as primary language	0	0	0	1	-	0	0	0	-	1
Recognize varying educ. goals		0	0	1	0	-	0	0	0	- 1
Better long range planning	1	0	0	0	-	0	0	0	-	1
Racially segregated programs		1	0	0	0	-	0	0	0	- 1
Less red-tape	0	0	0	1	-	0	0	0	-	1
Emphasize quality instruction	1	0	0	0	-	0	0	0	-	1
Greater opportunity to utilize my potential	1	0	0	0	-	0	0	0	-	1

Appendix 2

Survey Instrument

RANCHC SANTIAGO COLLEGE CLIMATE SURVEY

Please circle the number or letter of the response that most accurately describes you or your opinion for each of the following:

Gender:
1. Female 2. Male

Type of position:
1. Full-time or contract
2. Part-time

Employee Group:
1. Faculty-credit
2. Faculty-non-credit
3. Classified
4. Supervisory/Confidential
5. Administrative

Major site of work assignment:
1. Santa Ana Campus
2. Centennial Education Center
3. Orange Adult Learning Center
4. Orange Campus
5. Garden Grove Campus
6. Other (specify)_____

Total Years of Service in District (including part-time) _____

1. How informed do you think you are about what is happening at Rancho Santiago College (college-wide)?

   a. Very well informed
   b. Fairly well informed
   c. Somewhat informed
   d. Fairly uninformed
   e. Very uninformed

2. How informed do you think you are about what is happening in your division or unit?

   a. Very well informed
   b. Fairly well informed
   c. Somewhat informed
   d. Fairly uninformed
   e. Very uninformed

3. How informed do you think you are about what is happening at your work site?

   a. Very well informed
   b. Fairly well informed
   c. Somewhat informed
   d. Fairly uninformed
   e. Very uninformed

4. Does the college provide adequate communication vehicles to keep staff informed?

   a. Yes
   b. Somewhat, but could do more
   c. No

5. Circle the letter(s) of the college publications you read during the Fall 1989 semester:

   a. Network
   b. Council Newsletter
   c. The Chancellor's Letter
   d. Department newsletters, such as Art Forum, Institutional Research, and Career Planning

6. During the Fall 1989 semester, please indicate (with a check mark) how many times you attended the meetings or events listed below:

	Never	1	2-3	4-5	6 or more
Academic Senate meeting	___	___	___	___	___
Department or unit meeting	___	___	___	___	___
Council meeting	___	___	___	___	___
Committee meeting	___	___	___	___	___
Annual Faculty Lecture	___	___	___	___	___
On-campus social event	___	___	___	___	___
On-campus cultural event	___	___	___	___	___
Athletic event	___	___	___	___	___
Other _____	___	___	___	___	___
Other _____	___	___	___	___	___

7. Are opportunities available for you to make suggestions for improvements at your department or unit level?

   a. Yes, often
   b. Yes, sometimes
   c. Occasionally
   d. Seldom
   e. Never

8. Are you aware of appropriate and effective channels for making your suggestions heard at the institutional level?

   a. Yes, very aware
   b. Yes, somewhat aware
   c. Vaguely aware
   d. No

9. Do you think that adequate structures and processes are in place at the college to provide staff opportunities to participate in decision-making?

   a. Yes, adequate structures and processes are present
   b. Some structures and processes are present, but we need more
   c. Some structures and processes are present, but need refinement
   d. No, structures and processes are inadequate

   If you answered b, c, or d, please provide your suggestions for improvement

   _____

10. Do women have equal opportunities with men for recognition, respect, and advancement at the college?

a. Yes definitely
b. Yes, generally
c. Not always
d. No
e. I don't know

11. Do ethnic minorities have equal opportunities for recognition, respect and advancement at the college?

a. Yes definitely
b. Yes, generally
c. Not always
d. No
e. I don't know

12. In practice, how much of a commitment do you believe the college has to increasing the numbers and percentages of ethnic minorities in classified, faculty, and administrative positions?

a. Very strong commitment
b. Fairly strong commitment
c. Limited commitment
d. No commitment
e. I don't know

13. Is the college committed to the curtailment of sexual harassment?

a. Yes, aggressively
b. Yes, for the most part
c. Commitment not evident
d. I don't know
e. I'm not aware of any harassment occurring

14. Does your current position challenge you and require use of your skills and abilities?

a. Almost always
b. Quite often
c. Only a little
d. Very little

15. Generally, do you think that the college staff has a unified commitment to student success?

a. Definitely, all of us
b. Most of us
c. Some of us
d. Very few of us

16. How would you rate the college in terms of encouraging you and assisting you to develop your skills and abilities?

a. Very encouraging and helpful
b. Somewhat encouraging and helpful
c. A little encouraging
d. Not encouraging

17. Does the college provide adequate programs and mechanisms to recognize the contributions and excellence of staff?

a. Yes
b. Sometimes
c. No

18. Do you feel that you have the time needed to meet the duties and responsibilities of your position?

a. Yes, always
b. Yes, usually
c. Only occasionally
d. No, far too little time

If you answered c or d, please comment

_____

_____

19. How much is your contribution to your unit understood and appreciated by your unit supervisor or administrator?

a. My contributions are always recognized
b. My contributions are usually recognized
c. My contributions are occasionally recognized
d. My contributions are seldom recognized
e. My contributions are never recognized

20. How much is your contribution to your unit understood and appreciated by your staff?

a. My contributions are always recognized
b. My contributions are usually recognized
c. My contributions are occasionally recognized
d. My contributions are seldom recognized
e. My contributions are never recognized
f. Does not apply to me

21. The opportunities for advancement in my present career field at the college:

a. Are more than adequate
b. Are adequate
c. Are limited
d. Are non-existent
e. Does not apply to my position/no opinion

22. The opportunities for employees to transfer and/or advance in a managerial/supervisory capacity at this college are:

a. Commonly available and encouraged
b. Sometimes available and encouraged
c. Seldom available
d. Extremely limited and not encouraged
e. Non-existent
f. I don't know

23. Generally, do you think that your work environment:

a. Is appropriately stimulating
b. Is overly stressful
c. Is boring
d. Varies
e. None of the above

24. How would you rate your physical work environment (i.e. comfort and safety)?

a. More than adequate
b. Just adequate, average
c. Inadequate in some ways, adequate in others
d. Totally inadequate

25. Generally, the students that we serve:

a. Contribute to the pleasure of my job
b. Are detrimental to the pleasure of my job
c. Sometimes contribute and sometimes are detrimental to the pleasure of my job
d. Do not affect my job
e. No opinion

Please circle the number of the answer which represents your response on a scale of one to eight: (If you have no opinion or no knowledge, circle the "O" in the far right column.)

										No Opinion
26. Do you think that RSC is responsive to the diverse needs of the changing demographics of our student body?	Very Responsive	8	7	6	5	4	3	2	1	Not Responsive	0
27. Do you think that RSC is adequately and effectively involved in working with the local community?	Very Involved	8	7	6	5	4	3	2	1	Not Involved	0
28. How comfortable and accepted do you think ethnic minority and limited English students are on campus?	Very Comfortable	8	7	6	5	4	3	2	1	Not Comfortable	0
29. How much cooperation exists <u>across</u> the various areas of the college?	Maximum Cooperation	8	7	6	5	4	3	2	1	No Cooperation	0
30. How much cooperation exists <u>within</u> your area among your co-workers?	Maximum Cooperation	8	7	6	5	4	3	2	1	No Cooperation	0
31. How much cooperation exists <u>within</u> your area between your supervisor and staff?	Maximum Cooperation	8	7	6	5	4	3	2	1	No Cooperation	0

32. How much cooperation do you provide within your area?

Maximum Cooperation 8 7 6 5 4 3 2 1 No Cooperation 0

33. To what extent do you receive helpful feedback about your job performance?

Much Helpful Feedback 8 7 6 5 4 3 2 1 No Helpful Feedback 0

34. To what extent are you satisfied with the job security of your present position?

Very Satisfied 8 7 6 5 4 3 2 1 Very Dissatisfied 0

35. To what extent are you satisfied with your salary considering the salaries of comparable positions at comparable community colleges?

Very Satisfied 8 7 6 5 4 3 2 1 Very Dissatisfied 0

36. At this point in your career, do you feel your present position satisfies your professional goals and aspirations?

Very Satisfied 8 7 6 5 4 3 2 1 Very Dissatisfied 0

37. Do you consistently feel "burned out" from your work?

Never 8 7 6 5 4 3 2 1 Every Day 0

38. To what extent does your supervisor/administrator seek the opinions, suggestions, and ideas of staff?

Very great 8 7 6 5 4 3 2 1 Very Little 0

39. Do you regularly receive the information you need to help you fulfill your job responsibilities?

Always regularly receive 8 7 6 5 4 3 2 1 Never Receive 0

40. How adequate is the information that flows upward at RSC?

Highly Adequate 8 7 6 5 4 3 2 1 Highly Inadequate 0

41. How adequate is the information that flows downward at RSC?

Highly Adequate 8 7 6 5 4 3 2 1 Highly Inadequate 0

42. How adequate is the information that flows among work units?

Highly Adequate 8 7 6 5 4 3 2 1 Highly Inadequate 0

43. How much interaction is there between you and your immediate supervisor/administrator?

Very Great 8 7 6 5 4 3 2 1 Very Little 0

44. How satisfied are you with procedures for selecting new full-time staff members?

Very satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

45. How satisfied are you with procedures for selecting new part-time staff members?

Very satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

46. How much confidence and trust do you have in the top administration (Cabinet) of RSC?

A Great Deal 8 7 6 5 4 3 2 1 Very Little 0

47. How much confidence and trust do you have in your immediate supervisor or administrator?

A Great Deal 8 7 6 5 4 3 2 1 Very Little 0

48. How much confidence and trust do you have in your employee group leaders? (Academic Senate for faculty; Classified Liaison Group for classified staff; etc.)

A Great Deal 8 7 6 5 4 3 2 1 Very Little 0

49. How representative do you believe the Academic Senate is of the faculty at large?

Very Representative 8 7 6 5 4 3 2 1 Not Representative 0

50. How much confidence do you have in the college Councils for providing participation in decision-making and communication?

A Great Deal 8 7 6 5 4 3 2 1 Very Little 0

51. How adequate are the resources you have for doing your work?

Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

52. How adequate do you find the following at your work site?

a. Food Service
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

b. Physical Plant/Maintenance
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

c. Safety & security of site
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

d. Duplication Services
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

e. Mail Room
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

f. Admissions/Records/Registration
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

g. Your own office facilities
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

h. Staff parking

Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

i. Classroom facilities
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

53. Overall, how satisfied are you with:

a. Your position
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

b. Your salary
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

c. Your employee benefits
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

d. Your opportunities for personal growth at RSC?
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

e. Your opportunities for career advancement at RSC?
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

f. Your relationship with your co-workers
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

g. Your relationship with your immediate supervisor/administrator
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

54. How adequate do you find the following college services?

a. Accounting
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

b. Payroll
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

c. Library
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

d. Media Services
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

e. Media Center equipment
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

f. Admission/Records/Registration
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

g. Personnel Services
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

h. Purchasing
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

i. Counseling services to students
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

j. Publication (Printing Services)
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

k. Instructional programs
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

l. Tutoring
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

m. Computer Center
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

n. Microcomputer Support
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

o. Security Department
Very Satisfied 8 7 6 5 4 3 2 1 Not Satisfied 0

p. Telephone communication services
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

q. Data communication services
Very Adequate 8 7 6 5 4 3 2 1 Not Adequate 0

55. What is the one thing you are most proud of as an employee of RSC?

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56. What is the one thing you believe most needs to be improved at RSC?

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57. Do you have any other comments or suggestions?

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#5-B:Needs.2
1-18-90

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